

**Dear Employees, Customers,
Stakeholders, and Suppliers:**

There are many forces influencing change within Airway Facilities (AF). The FAA Strategic Plan, the ATS Performance Plan, the National Civil Aviation Review Commission (NCARC) Report, and the Government Performance and Results Act (GPRA) all require that we think about and do things differently—with a focused approach toward achieving optimum performance.

Congress will be using each agency's strategic plan to evaluate how annual performance goals and expenditures relate to the agency's missions and strategic objectives. As AF and the FAA work toward implementing NCARC's recommendation to transform the FAA into a Performance Based Organization (PBO), we must be committed to "clear objectives, specific measurable goals, customer service standards, and targets for improved performance." This 1998 AF Strategic Plan Update reflects our commitment to attain these targets.

As global aviation evolves and accelerates over the next two decades, NAS users will need a system that is flexible enough to ensure the highest levels of safety even while undergoing dynamic changes. AF will have a significant leadership role in addressing the task of assuring a safe, reliable, and efficient NAS infrastructure. Working in partnership with our employees, customers, stakeholders, and suppliers, we will optimize our performance and deliver the most stable and most secure aviation services in the world.



Stanley Rivers
Director, Airway Facilities



The Airway Facilities Organization

Serves the flying public by supporting and maintaining the National Airspace System. AF engineers and systems specialists install, integrate, and maintain aviation aids and equipment used at air route traffic control centers, air traffic control towers, flight service stations, and other locations nationwide.

AF Vision Airway Facilities is the premiere provider of airspace system services—chosen by customers, responsive to stakeholders, and valued by employees. Safety enhancement is our business. Availability, reliability, and readiness are our hallmarks.

AF Mission To ensure a safe and efficient NAS through the effective management and operation of the infrastructure, providing quality service delivery, and optimal utilization of resources. We meet the challenges to increase safety, capacity, and productivity—now and in the future.

AF Values

1. We are results oriented and strive to keep system safety at the forefront of everything we do.
2. We are responsible and accountable for our actions, and set challenging and measurable goals. We effectively confront and resolve problems that may serve as barriers to achieving these goals.
3. We are customer focused, realizing that our customers are essential to our mutual success.
4. We strive to maintain a work environment that is productive and challenging by encouraging a commitment to excellence in achieving our goals. Through clear and consistent leadership, we nurture and motivate our employees to seek opportunities geared to continuous learning and development.
5. We value our strong labor-management partnership, working together in a collaborative and mutually supportive environment to achieve our goals.

Visit the Airway Facilities web pages at:

<http://www.faa.gov/ats/af>
or <http://interweb.faa.gov/ats/af>

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Airway Facilities

STRATEGIC PLAN UPDATE



1998–2002

FUTURE DIRECTION

The challenge is to incorporate and integrate new capabilities and procedures at a measured pace that permits the orderly

s t r a t e g y

acceptance of change by the work force while assuring the continued operation of the National Airspace System (NAS) infrastructure at the high levels of safety and effectiveness the public requires. Service to users is continuously improved through expanded use of automation, engineering key business processes, and timely implementation of security guidelines resulting in fewer delays. ■

Enhance NAS Operations to ensure a safe and efficient NAS.

OBJECTIVES

- 1.1 Optimize NAS Service Management.
- 1.2 Increase effectiveness and efficiencies in managing NAS infrastructure.
- 1.3 Ensure physical and information security of the NAS.
- 1.4 Ensure that NAS Services meet or exceed customer expectations.
- 1.5 Transition to centralized operations.

Implementing new systems, facilities, and equipment into the NAS necessitates a high level of cooperation among acquiring organizations, customers, and those responsible for operating and maintaining them. New technologies must be phased-in while preserving ongoing operations and the overall integrity of the NAS. The work force who implements and integrates these systems and facilities must internalize these improvements while maintaining control of environmental, safety, health, and energy conservation programs. ■

Modernize the NAS.

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OBJECTIVES

- 2.1 Ensure efficient and timely implementation of new technologies.
- 2.2 Develop National Work Plan.
 - Assure NAS Implementation (ANI) Standard Operating Procedures include adequate planning and risk assessment activities to ensure that NAS integrity is preserved.
- 2.3 Transition to FAA Engineering Center.
- 2.4 Effectively and efficiently implement NAS environmental and safety enhancements.

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The changing environment within Airway Facilities (AF) fosters transitioning a highly trained and educated work

force to meet progressive technical challenges. Exchange of technical and corporate information is required to ensure a cost-effective and diverse working environment. The management of a secure aeronautical frequency spectrum, which includes allocating user frequencies while resolving radio frequency interference problems, requires responsible stewardship of a finite resource. ■

Manage AF resources effectively.

OBJECTIVES

- 3.1 Invest in and develop our work force to meet future challenges.
- 3.2 Ensure AF has access to reliable and consistent corporate information to support quality decision making.
- 3.3 Ensure cost-effective service delivery.
- 3.4 Institutionalize a Model Work Environment through partnership.
- 3.5 Optimize aeronautical spectrum utilization.

C O N S T R A I N T S

Implementation of these strategies requires Airway Facilities to address:

Budget instability | Work force transition | Safety | Keeping costs to the FAA and users at a reasonable level | Maintaining and enhancing existing services
Progressive modernization | Making the FAA's revenue source more cost-based | Balancing collaborative information sharing with secure messaging requirements of internal and external users | Accommodating growing and competing demands for the aeronautical frequency spectrum